

MEMO

TO: KICA Board of Directors
FROM: Joe Bunting
RE: Status Report on Long Range Plan Action Items
DATE: 10 December 2002

Of the 76 action items¹ in the plan, we are happy to report that there are now 12 items that have been COMPLETED since our last report in April:

69 items completed.

7 items underway.

0 items pending

Action Items changed to COMPLETE since the last report

Action Item 19 - To improve governance, invite local governance groups to board meetings as appropriate. Complete. KICA president won in mayor's election. [[Note this was not part of the plan completed by staff, but it works]]

Action Item 20 - Seek to integrate efforts between TOKI and KICA to avoid duplication of effort (example: rule enforcement). Complete. Rules enforcement officers double as Code Enforcement for Town.

Action Item 21 - Seek ways to eliminate redundancy of Kiawah's volunteers with other groups. (example: linked websites, portal). Complete.

¹Action items are listed as 1-77, but item 12 does not exist.

Action Item 38 - Seek to network the staff's member database among the four departments in 6 locations. Complete.

Action Item 39 - Evaluate ideas for an improved replacement area for Little Rabbit commercial pass operation. Complete.

Action Item 40 - Seek agreement on Commercial Pass Center location, duties, funding, layout. Complete.

Action Item 41 - Obtain onsite consulting assistance to review security operations versus its technological objectives to recommend changes for consideration. Complete.

Action Item 42 - Understand future recreation activities needs on island. Complete. Developed by RCCC.

Action Item 45 - Consider a community garden and a community dog park. Complete. Focus groups indicate not sufficient interest.

Action Item 47 - Review existing maintenance facilities and recommend appropriate changes. Conceptual Plans are completed by MRRC and sent to ARB.

Action Item 57 - Review Disaster Plan. Completed by FAC.

Action Item 59 - Review the plan for financial disasters. Completed by FAC.

Action Items Still Underway

- 36- EMS service response investigation
- 43 - Down Island Maintenance Facility planning
- 44 - Reclamation to Native Areas process
- 51 - Identifying long term Rec Facilities needs
- 52 - Ideas for future community building space needs.
- 55 - Funding options for Rec Facilities needs.
- 56 - Establish minimum MRR requirements.

LRP Goal Status as of 12-10-02					
Area	Goal #	Goal	Measure	Status	Measure to date
Govern- ance	1	Increase members' sense that they are well represented.	Measurable via focus group responses.	100% COMPLETE In 1999 focus groups rated the board with C-. In 2002 focus groups rated board with B+.	100% complete
Govern- ance	2	Develop a plan by end of 2001 to revise Development Agreement re: board seats in 2004 and 2007.	Measurable to the extent plan is completed.	100% COMPLETE Board agreed to Dev Agreement changes, although this has been agreed to by town to date.	100% complete
Govern- ance	3	Increase member participation in the association's volunteer	1. Measurable through increase of new members who serve on	1. This is complete, with a little over 25% new	100% complete

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		leadership positions on committees, island clubs and other local (greater Charleston) interests.	<p>KICA committees annually. Goal is 25% of all committees having new members (not on that committee before) each year.</p> <p>2. Measurable via member services survey about participation in island and greater Charleston activities. Increase donated volunteer hours 5% per year over previous year. Use 1996 data from Seabrook Island External Commission survey as baseline compared to annual survey results.</p>	<p>members on committee and 2 NR's on committee. Any changes in committee member status go to CSC for their input to invigorate committee membership via WILD process.</p> <p>2. The 2nd measure is not quantifiable. The member survey did not purposefully include questions as to members general volunteer \$/time amounts. This was per advice from the professionals in surveying and focus groups. We did however ask members if /how they volunteered. Responses will not be available until board meeting on September 23.</p>	This will be the best we can do given item #2 in the status column.
Govern-		Send updated "plain language"	Committee makes	50% Complete -	

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ance	4	covenants to membership for vote at Annual Meeting 2003.	recommendations to Board. Board agrees to proposal and places on Annual Meeting agenda.	<p>The direction for this goal, per 2002 board charter of the committee, has changed from entire covenants to Article VI only. These changes to Article VI were presented by committee to Board in July, 2002.</p> <p>Board has not decided whether to take to the membership for vote. This was discussed at length at focus groups. The sense from groups is:</p> <ol style="list-style-type: none"> 1. Handle carefully since this could ignite controversy. 2. There are many member questions; communicate early and heavy. 3. 3/4 vote requirements for approval should be considered. 	50%

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				4. Opinion poll indicates that 90% are in favor of the <i>process</i> for change	
Governance	5	Consider increased cooperative efforts with other island entities	Measurable by the number of existing cooperative efforts now done as baseline, which is zero. Increase cooperative efforts from 0 (existing) to 3 of the eight areas of interest : Governance, Membership and Service Delivery.	100% COMPLETE We have completed three efforts which are ongoing, per the measure. Please note that this includes only three of the six action items (AI 17-22), but these require cooperation of other island entities. AI17 completed - KICA & TOKI share databases; AI 18 completed - completed demographics work and Town does not want. AI 22 - complete-websites are all linked.	100%
Financial Condition	6 (Mov'd here by Board direc-	Complete the five year financial plan by 2003 which includes disaster, insurance and facilities/acquisition plan components.	Requires completion of plan.	Complete - Includes action items 55-60. Also the Board and FAC have changed the 5 year	100% complete

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	tive)			<p>financial plan into a 3 year plan, since this year was first attempt at long range financial plan.</p> <p>The FAC has completed all and are folding the MRR minimum balance into LRP cycle III.</p>	
Member-ship	7	Have annual demographic data in place by 2002.	<p>Measurable by increased information about membership and member interests; info is derived from member survey. Baseline is existing data now presented at Board Member Orientations.</p>	<p>100% COMPLETE Survey is complete with new demographic data about the membership.</p> <p>This is an ongoing item and we will have surveys annually.</p>	100% complete
Member-ship	8	Make governance process more understandable to members	<p>Measure by a question in the annual member survey. Present status is unknown since not asked before.</p> <p>Measure by increase in list of information about governance</p>	<p>50% complete - Although all action items for this are complete (AI 27-29), still the focus group responses as indicated under Goal 4 above show that</p>	50% - complete

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			that is sent to membership annually. Increase by one additional communication per year.	members need more information and communication about the need for covenants changes. These items will be rolled into next cycle of LRP, which will be cycle III.	
Member-ship	9	Expand social and recreational events to include more members. Create community building "centers" at neighborhood common areas.	Measurable by the number of new programs offered at Recreation compared to the number initiated in the last two years. Increase by 100 new users per year at Recreation. Increase attendance at New Member Welcomes by 5%.	100% COMPLETE. Ongoing. A number of new programs were offered via recreation over the last 12 months are new yoga, neighborhood block parties, expanded Earth Day, expanded SC Arbor Day, free Spanish classes, sunset cruise, sea kayaking, expanded sail program, social at Annual Mtg, Kiawah Reads Program, and Pooch Parade.	100% complete

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				We have more than met the goal of 100 new users (members) per year at Recreation. [[Next year's goal should be 500 new users]]. We have increased attendance at New Member Welcomes 23%. 63 attendees in 2001. 78 in 2002 year to date.	
Member-ship	10	Create one-stop phone access to clearinghouse of island information 24/7.	800 number is available 24/7.	100% COMPLETE. One stop access to Kiawah via 800 number is in place 24/7	100% complete
Member-ship	11	Consider and evaluate emergency services response time.	Measurable by using data of member John Manning as a baseline.	10% complete. Consider and evaluate emergency response time. This matter has been topic of Digest article, but still not considered by SSAC. Chair has met with Mr. Manning to discuss.	10%

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Member-ship	12	Provide quality services to maintain or improve the quality of life on Kiawah.	Measurable by the existing data on category and numbers of rules citations handed out annually. Use 2001 season as the baseline.	<p>100% COMPLETE. Ongoing.</p> <p>This is a measure of the violations and rules citations handed out for the year to date. Baseline is April 1-August 26, 2001. Comparison is made from April 1-August 26, 2002 (attached).</p> <p>The following violations are down: after hours commercial activity, animals, bikes on road, boat at residence, camper at residence, construction problems, Fireworks, pass violations, towels on railings (new signs installed in units on balconies), trailer at residence. Parking violations remained constant, no change. Noise is up but we were</p>	100% complete

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				tracking these diff and aggressively this year (ex: from main gate).	
Facilities	13	Create real-time instant data communication between four "long distance" KICA departments.	Measured by "real time" connectivity of departments.	100% complete - All departments also now have connectivity via DSL and VPN. Backup is regular phone line and PCAnywhere	100% complete
Facilities	14	Improve Security Operation for ease of member access and better customer service capability	Measurable by time to create a members pass from the main gate. Baseline is 60 seconds to receive a pass. Measurable by number of service complaint calls from membership for security. Baseline at admin is number of calls regarding need for improved service or quicker access.	100% complete. Security operation gets membership through quicker (20 seconds per pass rather than 60 seconds per pass). Complaints about tie ups at main gate have been corrected. Guards are present at kiosk until midnight 7 days per week now. [[Auto arm is only to work from midnight to 6:00 a.m.]]	100% complete

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				Little Rabbit Commercial Pass Operation has moved to KICA admin offices.	
Facilities	15	Produce a professional plan for future land needs by 2003 including process of land acquisition and method for facilities building.	<p>Requires completion of 9 action items regarding facilities needs, and final presentation to Board.</p> <p>Includes planning for Guest Pass facility, Security staff facility, Maintenance facilities, Land Reclamation process.</p> <p>AI 48- Encourage formation of Performing Arts Center. Complete. Included in focus</p>	<p>56% complete - Of the 9 items, 5 are complete. Status of all is as follows:</p> <p>AI 42- Produce a long term Rec needs plan. Complete and being folded into budget.</p> <p>AI 43 - Plan down island maintenance facility. Plan is "no need" for use until at least 2005.</p> <p>AI 44 - Land reclamation plan is under consideration at LMAC</p> <p>AI 45 - Complete. Focus groups liked dog park concept but not garen plots.</p> <p>AI 46 - Complete. Provision for commercial pass operation, security</p>	56%

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			groups and sent letter to KRA. Little interest in FGs. AI 49 - Consider coop of facilities w/ resort. Complete. Ex: Earth Day and Pooch Parade events in Night Heron Park	check in and training is planned, & being placed into 2003 budget. AI 47. Maint Facility plans complete but need ARB approval.	
Facilities	16	Produce a 5 year Recreation facility plan in 2002.	Requires completion of plan to identify and assess long term needs for the facility.	100% Complete All Action Items completed.	100% complete
Financial Condition (moved up to #6 by Board Directive)	16	Complete the five year financial plan by 2003 which includes disaster, insurance and facilities/acquisition plan components.	Requires completion of plan.	At the committee. Insurance audit has begun.	10% Per Board Directive , see above Goal #6
Communications	17	Improve communication coming <i>to, from and among</i> all members and the Association.	Measurable by increases in communication responses to KICA bulk emails, internet mail list (listserv) subscriptions, and hits on the website. Measurable by the responses on Annual Survey about readability,	100% Complete - Bulk emails - We have sent out record number this year to membership 24 emails (and we have 90% of members' email addresses) E mail responses from	100% complete

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			interest and quality of Digest/website and other communications.	<p>members are record at 904 since Jan, 2002.</p> <p>List serve - subscriptions are at a high of 306 today. As of Jan 2002, we had 260 subscribers.</p> <p>Website hits - we are averaging 1,300 hits per month in April, 2002. Now hits per month are 1,454 (from August 15, 2001 through August 27, 2002 we had 17,449 hits)</p> <p>Survey data not back re: Digest et al (September).</p>	
Communications	18	Improve Communications	Measurable by the increases in Internet mail list (listserv) subscribers, and increase in email addresses in KICA database	<p>100 % COMPLETE. Ongoing.</p> <p>Mail List - Subscriptions are at a high of 306 today. As of Jan 2002, we had 260 subscribers.</p> <p>Email addresses - as of December 2001 - 2,587;</p>	100% complete

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				<p>as of April 2002 - 2,766; as of today - 3,395, which represents 90% of our membership of 3,766 owners in a little over 4,000 properties.</p> <p>Note: new website could help with member to member communication if the board wants it. Board has received proposal.</p>	
HR	19	Improve and update the association as a first-rate customer service organization. Make member services training a company wide priority.	Measurable by the number of company-wide member services training sessions held per year.	<p>100% COMPLETE. Ongoing. Three sessions held in 2001. Four are planned in 2002. Two complete - one for first and one for second quarter. Third is planned for September.</p> <p>In GM's opinion, we have not yet arrived at perfect member services. But, focus groups and opinion polls are</p>	100% complete

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Area	Goal #	Goal	Measure	Status	Measure to date
				excellent with respect to staff's performance and effort.	
HR	20	Ensure KICA is an enjoyable and productive place to work.	<p>"Enjoyable" factor is measurable by responses to annual employee survey and rate of turnover in departments. "Productive" factor is measurable in spots awards generated for each department, analysis of rate of turnover of staff compared to what is indicated on exit interview forms, and annual goals met for department heads' objectives.</p>	<p>"Enjoyable" rating - Employee survey results were tabulated Dec 2001, and Dec 2002 with improvement in all areas. "Productive" rating - 32 employees have left KICA since Jan, 2002. 14 of those are from security & changes have been made to the working conditions for this department. 2 employees that left were employed as admin asst. to the GM. The salary for this position is currently being reviewed. Of the other 15 employees that left KICA, 5 moved out of the area, 2 were discharged. 1 was put on perm. disability and the reminder left for misc.</p>	100% complete

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				reasons.	
HR	21	By December, 2002, anticipate KICA's HR needs company-wide over the next 5 years and position the staff to most efficiently meet those needs. [[Note: As of 8/12/02, this was changed to 3 years by Board and FAC since the 2003 budget will be the first long range budget.]]	No baseline measure at this time. Measurable by adherence to Management By Objective program to begin in 2002. Also measurable by increases in staff to accomplish increases in workload created by the Board for more/improved services.	100% COMPLETE Ongoing. MBO program for all department heads began in earnest in 2002 and is on track. Also Operations Audit (efficiency audit) has finished and ideas have been incorporated into budget for 2003, and long range for >04 and >05.	100% complete